I - SEMESTER

PAPER CODE – MB101

Course: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objectives:
1. This course is designed to introduce the concepts and theories of management
2. To analyze human perceptions and behavior at work place.
3. The course aims at offering insights into contemporary situations in organizational settings.

Learning Outcomes:
1. By the end of the course, the students would have a comprehensive understanding of management principles
2. The student is exposed to the organizational functions in various organizational settings
3. The Learner may gain insights into individual, inter-personal and group actions in organizations.

Unit-I: Management Philosophy and Approaches:

Management Principles, Process, Functions and Typology, 3D Model of Managerial Approach, Management thought-Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments, Contributions of Henry Fayol, F. W. Taylor and Peter Drucker.

Unit-II: Organizational Design, Structure and Decision Making:
Basic and advanced Models of Organizational Designs, Main Approaches to Organization Structure - Decision making under Bounded Rationality, Certainty, Uncertainty, Risk, Conflict. Open and Closed Decision making models, QWL. Quality Circle. Emerging Organizational Architectures.

Unit-III: Organizational Behavior:
Personality Traits, Big 5 personality traits, MBTI, the Process of Perception and Attribution, Kelly's personal construct Theory, Cognitive Dissonance, Classical, Operant and Reinforcement Conditioning, Transactional Analysis, Johari Window, Attitudinal Genesis in Mentoring, Motivation - Content and Process Theories.

Unit -IV: Group Dynamics and Leadership:
Group Dynamics & Team Building, Kurt Lewin contribution, Conflict Resolution models,. Worklife balance. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path - Goal Theory, Vroom's Decision Tree Approach to Leadership, Hersey and Blanchard Model.

Unit-V: Emerging aspects of OB:
Organization culture and Organization climate. Stress Management and Counseling, Management of change and Organization development. Communication Process. Organizational Citizenship Behaviour. Organizational Behaviour Modification. Behavioural Entropy in Learning Organization, Behavioural Metrics in Effective Organization.

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Suggested Readings:

1. Harold Koontz and Heinz Weihrich, Essentials of Management, TMH.
2. Prasad LM, Principles and Practice of Management, Sultan Chand & Sons, New Delhi.
3. Stephen P. Robbins, "Organizational Behaviour", Prentice Hall.
4. Fred Luthans, "Organizational Behaviour", McGraw Hill InternationalEdition.
5. Udai Pareek, Understanding Organisational Behaviour, Oxford University Press
6. P.C. Tripathi, P.N. Reddy, Principles of Management, Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Robbins & Judge, Organisational Behaviour, Prentice Hall of India.
8. Lauriel J Mullins, Management and Organisational Behaviour, Pearson
9. Ashwathappa, Organisational Behaviour, HPH, Hyderabad
10. L M Prasad, Management Principles and Practices, S. Chand Publications, NewDelhi.

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Course Objectives:
To gain knowledge of the process, principles and conventions of accounting
1. To develop the skill of preparation of final accounts
2. To understand the methods of analysis of financial statements
3. To gain knowledge of breakeven analysis and its use to management

Learning Outcomes:
At the end of semester, the student will be able to understand and present the following:
1. Learner may gain knowledge about Journal, Ledger, Trial Balance and Final Accounts
2. Analyze performance of companies using Ratio Analysis
3. Analyze Cash Flow position of companies and can make CVP Analysis.

Unit - I: Introduction to Financial Accounting
Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system –Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

Unit – II: Preparation of Final Statements
Distinction between capital and revenue expenditure; Depreciation concept and methods. Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet with adjustments for closing stock, outstanding expenses, accrued income, prepaid expenses, advance income, depreciation, loss/profit on sale, bad debts and provision for bad debts (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements; external auditor's report, the report of the Board of Directors, and voluntary disclosures

Unit – III: Financial Statement Analysis
Financial Statement analysis – Ratio analysis – Rationale and utility of ratio analysis – classification of ratios -calculation and interpretation of ratios-liquidity ratios, activity/turn over ratios, Profitability ratios, leverage and structural ratios (Including Numerical Problems)- Advantages and disadvantages; common size statement analysis.

Unit – IV: Cash Flow Statement

Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion; Cost concepts – Classification of Costs- – preparation of cost sheet (no numericals)

Unit – V: CVP Analysis

CVP analysis – Break-even Point, concept of contribution and P/V Ratio, Margin of Safety (Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision, Standard Costing – Variance Analysis – Material Variances – Labour Variances (Simple Problems Related to Material and Labour Variances Only)

Suggested Readings:

1. Shukla & Grewal, Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, Tata Mc Graw Hill Publishing, Pvt,Ltd.
4. Shah Paresh, Basic Financial Accounting for Business Managers, OxfordUniversity, Press

5. Bhattacharyya Asish K, Financial Accounting for Business Managers, PHI
6. Ambarish Gupta, Financial Accounting for Management - An Analytical Perspective, Pearson education
7. Earl K. Stice and James .D. Stice, Financial Accounting – Reporting and Analysis, South Western, Cengage Learning.
8. Jawaharlal and Seema Srivastava, "Financial Accounting: Principles and Practice,", S.Chand
9. S.P. Jain and K. L. Narang, "Cost Accounting, Principles and Methods", Kalyani Publishers, Ludhiana
10. Maheshwari, Basic Accounting, S. Chand Publication, New Delhi.

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SEMESTER-I
PAPER CODE – MB103
Course: MARKETING MANAGEMENT

Course Objectives:

To impart the basic tools of marketing and selling

1. To analyze factors affecting business environment and Buyer buying behavior.
2. To analyze markets and competitive structures
3. To assess the value of culture in marketing decisions and make students be aware of global changes.

Learning Outcomes:

1. Students can be equipped with marketing and selling skills of modern environment.
2. Buyer behavior and perceptions are key for a business success that can be thoroughlylearnt.
3. Channel Dynamics involved in marketing can be assessed and better control techniques for optimum utilization of resources be learned.

Unit – I: Origin of Marketing:

Origin of Marketing, Barter systems, Markets, Marketing Management, Tasks, Company orientations towards market place, Marketing Mix – expanded, Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Designing Global marketing, Marketing Environment – Company's Micro and Macro Environment – Interface with other functional areas.

Unit – II: Market Segmentation:

Segmentation process, Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, VALS Segmentation System – Differentiation Strategies, Product Positioning, Positioning Strategies, Building customer Value, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand, Competitive Strategies.

Unit – III: Designing Marketing Program:

Decisions involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, New Product Development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Network Marketing, Promotion Mix – Advertising, Social Media and Advertising, Sales Promotion, Public Relations, Personal Selling, Online Marketing.

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Unit – IV: Consumer &Industrial Markets:

Classification of Products, Consumer Behavior, Seven Os Structure, Factors affecting Consumer Behavior, Model of Buyer Behavior, Adoption Process, AIDA Model, Industrial Markets – Characteristics, Industrial Buyer Behavior, Services Markets – Characteristics and Strategies, Emergence of Online Services. Use of I C T in Service Marketing.

Unit – V: Marketing Control & Consumerism:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Changing practices of Marketing, Digital Marketing, optimization of Digital channels, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic, Marketing Audit, Consumerism, Consumer rights and Consumer forums.

Suggested Readings:

1. Philip Kotler, "Marketing Management", Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, "Marketing Management" PearsonEducation.
3. William J. Stanton, "Fundamentals of Marketing", McGraw Hill Publications.
4. Tapan K Panda, "Marketing Management", Excel Books.
5. Ramaswamy V.S. Namakumari S, "Marketing Management", The Global perspectiveIndian Context Macmillan India Ltd.
6. Rajan Saxena, "Marketing Management", Tata McGraw Hill.
7. Ashwatappa , Principles of Marketing" Himalaya Publishing House, New Delhi
8. Paul Baines, Chris fill, Kelly Page, "Marketing Management", OxfordUniversity Press.
9. Roger J. best, "Market-Based Management", PHI Learning Pvt. Ltd.
10. Kurtz & Boone, "Principles of Marketing", Cengage Publications.

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Course Objectives:

1. To introduce descriptive statistics to students for gaining knowledge of Business analysis.

2. Understanding sampling and sampling distributions and hypothesis testing framework with small samples and large samples.

3. Introduce concepts related to Correlation, Regression and their relationship, applications of time series data.

Learning Outcomes:

1. Basic Statistics helps the learners in building descriptive analytics.
2. Hypothesis testing is useful in estimation of future market changes and useful in decision making.
3. Correlation, regression techniques are an integral part of planning and controlling business..

Unit – I: Introduction to Statistics

i.) Introduction to Statistics – Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.

ii.) Introduction to probability – Concepts and Definitions of Probability – Classical, Relative, frequency, subjective and axiomatic. Addition and Multiplication theorems, Statistical independence, Marginal, Conditional and Joint Probabilities.

iii.) Bayes' theorem and its applications.

Unit – II: Probability Distribution

i.) Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability distribution, function, properties, Continuous and Discrete Probability distribution functions.

ii.) Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, properties and applications.

iii.) Continuous Probability Distributions – Normal Distribution, Standard Normal Distribution properties, applications and importance of Normal Distribution.

Unit – III: Sampling

i.) Sampling Theory- The basics of sampling-Sampling procedures-Random and Non-Random methods- Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.

ii.) Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a Good Estimator, confidential interval.

iii.) Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D's.

Unit - IV: Tests of Hypothesis

i.) Small Sample Tests- t- Distribution –properties and applications, testing for one and two means, paired t-test.

ii.) Analysis of Variance-One Way and Two ANOVA (with and without Interaction).

iii.) Chi-aquare distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Unit - V: Correlation and Regression

i.) Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.

ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.

iii.) Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods.

Suggested Books:

1. Levin R.I., Rubin S. David, "Statistics for Management", Pearson.
2. Gupta S.C, "Fundametals of Statistics", HPH.
3. Keller, G, "Statistics for Management", Cengage Learning.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", Cambridge.
6. J.K Sharma, "Business Statistics", Pearson.
7. Arora PN & others, "Complete Statistical methods", S. Chand.
8. Beri, GC, "Business Statistics", TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", Wiley.
10. Levine, David M and other, "Statistics for managers using MS. Excel", PHI.

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SEMESTER-I
PAPER CODE – MB105
Course: ECONOMICS FOR MANAGERS

Course Objectives:
1. To make students familiarize with Economic behavior of a person for market analysis.
2. To understand the environment of Business firms.
3. To know the demand conditions and contemporary economic policies.

Learning Outcomes:
1. Students can learn micro factors of Economic behavior of a consumer..
2. Students can assess opportunities and threats of business.
3. Students can better understand nature of the products and demand conditions that can be used in decision making..

Unit – I:
Introduction to managerial functions, nature and scope of managerial economics, relation with other subjects, fundamentals concepts of Managerial Economics, Decision Making Process, Decision making under certainty, uncertainty and Risk, Role and Functions of Managerial Economist, Use of Econometric Models.

Unit – II:
Theory of Utility & Demand utility, Marginal Utility, Law of Marginal Utility, Demand concepts, determinants of demand, Law of Demand, Elasticity of demand, Types of Elasticity, Measurement of Elasticity (Numerics), Demand Estimation for Firm & Industry, Demand Forecasting Methods.

Unit – III:
Production & Cost structure, production function, Determinants of Production, Theories of Production, Benham Theory, Law of Two Variable proportions, Law of Returns to Scale – Cost Concepts, Types of Costs, Short-term and Long-term Cost Curves, Learning Curve, Iso-cost Curve – Equilibrium – BEP Analysis (Numeric).

Unit – IV:
Markets & Market Behavior, Classification of Markets, Virtual Markets, Perfect Competition Market, Imperfect Competition Markets, Monopolistic Competition Market, Monopoly, Oligopoly, Strategies of Oligopolists, Agriculture Markets & Overview of Market Laws, Overview of Agriculture Market Committees (AMCs), Price Determination under different market structures.

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Unit – V:

Macro Economics: National Income concepts and Measurement Income, Employment and Investment, Keynesian Theory & Employment and Investment, Inflation: Types of Inflation, Control Technique of Inflation. Fiscal policies – Budget – Current Budget.

Suggested Books:

1. Dominik Salvatore, "Managerial Economics", Oxford University Press.
2. H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, "Managerial Economics", Pearson Publication.
3. D.M. Mithani, "Managerial Economics", Himalayan Publishing House.
4. Joel Dean, "Managerial Economics", Tata Mcgraw Hill.
5. R.L. Varshney, K.L. Maheshwari, "Managerial Economics", Sultan Chand Publications.
6. P L Mehatha, "Managerial Economics", S. Chand Publishing.

SEMESTER-I
PAPER CODE – MB106
Course: I.T APPLICATIONS FOR MANAGEMENT

Course Objectives:
1. To provide real-time insights into the fundamentals of computers as business tools
2. To study the role and Value addition of Information Technology in business
3. To enable students to develop proficiency in using certain components of the package includes MS Excel, MS Access

Learning Outcomes:
1. Students can work in IT field to make positive contribution to the organization.
2. Students can take professional responsibilities and make informed judgments in the organizations.
3. Students can get streamline work processes and improve business process in the organization.

Unit – I: Information Systems and Management:

Computers – Definition, Characteristics, Components of Computers, Hardware, Software; Application and System Software, Programming Languages and their Classification, Role of IT in Business, Opportunities and Challenges in IT, Importance of IT in Business

Unit – II: Emerging Trends in IT:

Categories of IS, Management Information System (MIS), Decision Support System (DSS) - Types and architecture of DSS, Data Warehouse and Data Mining, Artificial Intelligence, Intelligent Systems, Cloud Computing, Mobile Apps and Computing, Big Data, Robotics, Virtual Reality, Internet of Things (IoT), 5G,

Unit – III: Communications and Networks:

Definition, Introduction to Networks, Overview of Networks, Types of Networks, Network Topologies, Components of Networks, Computer Network Models, Applications of Communications: Definition, Internet - Overview of Internet, Architecture and Functioning of Internet, WWW, FTP, Telnet, Gopher, Browsers and Search Engines, Teleconference, Web Conferencing platforms.

Unit – IV: Functional Areas of Information Systems:

Management Levels and Functional Systems, Manufacturing, Production, Sales and Marketing Systems, Accounting, Finance and HR Systems, **Enterprise Systems and Applications:** Concepts of ERP, SCM, CRM, CPFR, Knowledge Management Systems, System Development Life Cycle (SDLC), Electronic Fund Transfer (EFT).

Unit – V: Security and Ethical challenges in IT:

Need for Security - Security Threats and Attacks, Malicious Software, Hacking, Security Services - Security Mechanisms - Cryptography, Digital signature, Firewall - Types of Firewalls - Identification & Authentication - Biometric Techniques - Security policies - Need for legislation, cyber laws, cyber security issues, salient features of IT Act.

Suggested Books:

1. Lucas, Henry C. Jr. ".Information Technology for Management", McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, "Information Technology for Management - Advancing Sustainable, Profitable Business Growth", Wiley
3. Anita Goel, "Computer Fundamentals", Pearson Publishing
4. B. Muthukumaran, "Information Technology for Management", Oxford
5. Westerman, George, et al.," Leading Digital: Turning Technology into Business Transformation", Harvard Business Publishing.
6. Williams, B. K., & Sawyer, S. C., "Using information technology: A practical Introduction to Computers & Communications", McGraw Hill Education.

PRATICALMICROSOFT EXCEL:

Unit – I: Microsoft Excel: Introduction to Excel, Introduction to data, Cell address, Cell reference; Excel Data Types; Introduction to formatting, number, text and date formatting; Concept of worksheet and workbook; Understanding formulas, Operators in Excel; Understanding Common Excel Functions such as sum, average, min, max, date, transpose, In, And, Or, Square Root, Power, Upper, Lower; Introduction to charts and different types of charts; Concept of print area, margins, header, footer and other page setup options.

Unit – II: Advance Excel: Creating Pivot tables, Macros - Relative & Absolute Macros.

MICROSOFT ACCESS:

Unit – I: Creating a database and tables by different methods - Data types - Inserting and Modification of Data - Sorting, Filtering and Displaying data; Creating and querying forms; Creating & Printing Reports and labels.

Unit – II: Macros – Functions of a DBMS, Transfer of data between Excel & Access; SQL Queries in Access.

Suggested Books
1. David Whigham,"Business Data Analysis Using Excel", Oxford University Press, IndianEdition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D,"IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena,"A First Course in Computers - Based on Windows Office XP", SecondEdition - Vikas Publshing House.
5. P.Sudharsan & J.Jeyaalan, "Computers Systems & Applications", Jaico Student Edition -Jaico Publshing House.
6. D.P.Apte, "Statistical Tools for Managers- Using MS Excel", Excel Books